

## ISSUE 47 / Spring 2009

### WLG News

- 2009 Members Survey: Key Findings 2
- Attorney-Client Privilege Guide Sells Out 3
- Biggest-ever Edition of International Securities Handbook 4

### WLG Global Internship Experience

- Three Months in Lyon 4

### WLG Conference Highlights

- We're Off to Washington! 6
- Impressive Program Featured at First Client Seminar 8

### Member Firm Profile

- From the New Deal to the New Crisis: Arnold & Porter LLP 9

### Practice Perfect

- Managing Client Relationships in a Downturn 11

### Member News Round-up

- Expansions, Events and Other News from WLG Firms 12

### Meeting Places

- Upcoming WLG Conferences 16
- Other WLG Events 16

## President's Message



Since our last meeting in the fall of 2008, the world economy seems to have been in a free fall. Overall, the world – and with it our WLG members – are facing a very challenging 2009. With this comes a sharpened sense of our interdependency across national borders and economies. The global nature of the financial crisis calls for global measures.

As you receive this issue of *WLG Connections*, more than 145 delegates and guests will be meeting to attend the Spring Conference in Washington, where we plan to advance the exchange of information, perspectives and solutions regarding this cross-border world with topics like “The Financial Meltdown: A Global Perspective,” “Managing Law Firms in Troubled Times” and “Priorities for the Obama Administration.” With so many eminently capable delegates present from business centers around the world, we hope to be able to contribute a little to a more efficient and sturdier international business regime.

Our first-ever full-day client event, “Innovations & Strategies for Troubled Times: A Global Legal Update for U.S. Companies” is taking place on April 29th in Washington at the offices of Arnold & Porter. Lawyers in WLG member firms around the globe signed on to help plan, promote and attend as moderators, speakers and attendees at this seminar. While the economic downturn may result in a lesser number of guests than originally planned, we now know that we have the resources and commitment to put together a first-class program on international legal developments the next time an opportunity presents itself. Our sincere thanks to all who participated in this effort. (See more on this event on Page 8)

Also coming to your inboxes very shortly is a new annual publication, the *World Law Group's Year in Review*. The premiere issue, which looks back on key activities and notable achievements in 2008 (our 20th anniversary year) and which also describes matters arising out of the global economic crisis that some member firms are involved with in 2009, was distributed to members in PDF format in late April. A limited number of printed copies will also be available at our Washington meeting. The *Year in Review* was designed as a quick but fairly comprehensive update for lawyers and staff in member firms who may not be as familiar as Main Contact Partners and others with WLG activities and programs. It can also serve as introductory or background information on the organization to clients and other key contacts of member firms.

Finally, planning for our Fall 2009 Conference in Zurich, hosted by CMS von Erlach Henrici, is well underway. So make sure to mark your calendars for October 1 to 3 – just prior to the IBA 2009 Annual Meeting in Madrid.

Warm regards,



Martika Jonk

# WLG News

## 2009 Member Survey: Key Findings

A solid majority of the 105 lawyers from World Law Group's 47 member firms who participated in our latest bi-annual Member Survey indicated they were satisfied or very satisfied with the benefits their membership provides, as well as the services and programs offered by the WLG. This level of general satisfaction was largely the same as that expressed in the last Member Survey, conducted in 2007.

Approximately 1,000 lawyers at WLG firms in the WLG database were invited to complete the 10-minute on-line survey. The bi-annual survey is designed to ensure that all members have a regular opportunity to assess and provide feedback on the organization, member benefits and program offerings. The number of lawyers who responded was higher than in 2007, when only 88 completed the survey.

Notably (and perhaps predictably), fewer firms were "Very Satisfied" with inbound referrals as compared to the 2007 survey (24% in 2009 v. 12% in 2007). The economic crisis, especially the contractions in finance and lending, have had an impact on international corporate transactions and other areas of the global legal market, particularly compared to the active period before mid-2008. Roughly the same number indicated they were "Not Satisfied" with the number of incoming referrals: 17% 2007 versus 16% in 2009. Overall, 72% indicated they were "Satisfied" or "Very Satisfied" with incoming referrals in 2009, compared with 62% in 2007. In 2007, 21% said they "Can't Say/Don't Know;" this group made up 12% of 2009 survey respondents.

Several respondents provided comments and suggestions for improving WLG member benefits and services. Among these comments:

- It's all about referrals. I think we should consider "profiling" our member firms on a regular basis in our newsletter so that we continue to educate the individual lawyers in our member firms. (*Editor's Note:* member firm profiles have been included in some past issues of *WLG Connections*. Going

forward, we will include a profile in every issue. See the profile of Arnold & Porter LLP, host firm of our Spring 2009 Conference, beginning on Page 9.)

- More coverage regarding law firm business development.
- For small firms and countries, it is not easy to access the benefits of the International Internship Program from other large WLG firms.
- I think the current meetings, programs and services are about right. Doing more, and requiring more time from individual lawyers at member firms, is not realistic.
- Explore the feasibility of regional meetings besides the semi-annual conferences.
- Arrange for joint marketing events, e.g., offers to give seminars on "hot topics" on website.

In addition, four respondents commented on the need to improve practice groups but did not give specific ideas on how to do so.

Among the other services and programs respondents were asked to comment on:

**WLG Website:** Overall the members seem happy with the new web site as 28% claimed to be "Very Satisfied" (compared to 20% in 2007) and 55% "Satisfied" (compared to 57% in 2007).

**Marketing:** All but four respondents felt the current marketing materials available were adequate. One attorney suggested having "short profiles of other firms for marketing reasons" available on the website in the event that he/she gives a referral to a client. (*Editor's note:* The WLG's new website does enable member firms to include short profiles of their firms on each firm's "page" with a link to their own website for more information. Members were invited to provide profiles prior to the launch of the site last fall. To date, only a few have done so.)

**Practice Groups:** Overall, most respondents said they were satisfied with WLG practice groups they were involved with. On the other hand, very few indicated they were "Very Satisfied," which indicates there is room for improvement for all groups. Again, several survey participants provided suggestions for improvement:

- Mandatory participation/contribution requirements;
- Set up a WLG blog with sections for the practice groups;
- Several participants requested more activity and communication among practice group members between biannual conferences.

**Membership:** After stating that the WLG is currently seeking members in the Middle East, Colombia and Vietnam, this survey question asked participants whether they felt additional members should be sought in other jurisdictions and, if so, where. Nearly two-thirds or 62% felt that the WLG already has members in the jurisdictions where we need them. Among the jurisdictions most frequently identified as a location where a new member was required by the remaining 38%: seven respondents cited Russia, three said Eastern Europe/Baltic States and four suggested Africa or specific countries there.

WLG President Martika Jonk will share additional highlights of the results of the 2009 Members Survey at our Spring Conference in Washington, D.C.

## First Edition of WLG Attorney-Client Privilege Guide Sells Out

All member firms should now have received the copies they ordered of the first-edition, hard-cover version of *Confidentiality of Communications between Lawyers and Their Clients: A Country-by-Country Guide*. And, with only a few copies left in stock, the World Law Group's first foray into self-publishing can be considered quite a success.

A second print-run of the hard-cover edition can be delivered within six weeks if sufficient additional orders are received from member firms. Otherwise, contributors and other members may order one or more copies of a soft-cover (paperback) version of the guide on-line via [www.amazon.com](http://www.amazon.com).

We decided to self-publish *Confidentiality of Communications* as it was a relatively short reference guide of only 128 pages, not the weighty tomes of 400-plus pages typically produced by major legal publishers such as Kluwer Law International, which distributes the World Law Group Handbook series. (See the story on the upcoming third edition of our International Securities Law Handbook below.)

While the self-publishing route created somewhat more work for the editorial team of Christabel Oh, Gerald Hobson and Kamalpriti Lally at Faegre & Benson's London office, and for WLG staff, it enabled us to produce the book in about six months, from finished manuscript to having physical copies in hand. In addition, we were able to make multiple promotional copies available to contributing member firms at a special pre-publication discount cost of just US\$39.95 per copy (plus shipping), compared to the list price of \$89.95.

## 200 Copies Distributed by CMS von Erlach Henrici AG

Beat von Rechenberg of CMS von Erlach Henrici AG in Zurich, who contributed the chapter on Switzerland, took full advantage of the discount offer, ordering 200 copies to distribute to clients and other key contacts, which is, of course, why these kinds of publishing projects are undertaken by the World Law Group in the first place.

When asked how his firm set such a high watermark for orders, Beat's answer was straightforward: "We felt that the guide is of great interest to in-house counsel advising companies with international exposure. They wish to know to what extent their communication with attorneys in the various jurisdictions is protected. We prepared a cover letter introducing the guide and providing an update on projects in Swiss legislation aimed at better protection for attorney-client-communications. The guide with the cover letter was well received and 200 in-house counsel in Switzerland are aware that our law firm is well embedded in the international network of the World Law Group."

For more information or to order additional copies of the special hard-cover edition, contact Network Developer Shelley Boyes at [sboyes@theworldlawgroup.com](mailto:sboyes@theworldlawgroup.com).

### Want to receive your own copy of WLG Connections?

To subscribe, simply send an email to World Law Group Administrator Beth Castro at [bcastro@theworldlawgroup.com](mailto:bcastro@theworldlawgroup.com) and you'll receive a PDF of each quarterly issue, sent directly to your email inbox.



## Largest Edition Ever of International Securities Law Handbook to be Published This Fall

The third edition of the authoritative *International Securities Law Handbook*, one of five in the World Law Group series of handbooks published by Kluwer Law International, will cover securities law in 40 jurisdictions – an impressive jump from the 30 featured in the second edition published in 2005.

New country chapters in the third edition include China, Chile, Finland, Greece, Korea, Luxembourg, Mexico, Peru, Thailand and Turkey. Contributors in WLG member firms in those jurisdictions have agreed to contribute their knowledge of local capital markets, regulatory authorities and rules governing securities listings, trading and disclosure, among other aspects, to that of contributors in the 30 firms who are updating their chapters from the second edition.

Michael Whalley of Minter Ellison’s London office, who has long acted as the WLG’s “publishing point-man” as well as managing our relationship with Kluwer, was contacted by the publisher late last year about providing an updated edition. In turn, he contacted the co-editors, Jean-Luc Soulier of Soulier in France and Michael’s own colleague, Marcus Best of Minter Ellison’s Melbourne office, to determine WLG members’ appetite for producing an updated and expanded edition.

“There have been significant changes in many jurisdictions since late 2004, when we were editing the manuscript for the last edition,” Jean-Luc and Marcus noted. “So an updated version will be very timely and should prove to be a great promotional opportunity for the World Law Group and all contributing members.”

As in previous collaborations with Kluwer, it’s expected that contributors and other members will have an early opportunity to order multiple copies to distribute to clients and other key contacts at a significant discount over the list price. (The 580-page second edition currently retails for US\$203 plus shipping and handling on [www.kluwerlaw.com](http://www.kluwerlaw.com).)

The production schedule calls for chapter submissions by early April after which Jean-Luc and Marcus will mount an all-out effort to produce an edited manuscript by the end of June. The goal is to have the printed product available for the IBA Conference in Madrid, October 4-9, 2009. If that ambitious publishing goal is met, all contributors attending the WLG’s Fall Conference in Zurich, October 1 to 3 will be invited to attend a “launch party” during the WLG event.

## WLG Global Internship Experience

### How Three Months in Lyon Yields a Lifetime of Professional (and Personal) Value

By Luc Attlan  
Drinker Biddle & Reath LLP



While it is very common for European lawyers to do internships in foreign law firms early on in their careers, international internships are still rare among American lawyers. When I joined Drinker Biddle in 2006, I didn’t think about making such an internship happen. However, things changed when David Braun, a partner in my firm, invited me to lunch one day after he found out that I was born and raised (15 years) in France, that my father is French, and that I speak French fluently. David thought my French background was an asset that should not go to waste. Less than one year after having lunch with David, my wife, two young kids and I packed our bags and took off for Lyon, France, where I spent three months interning at the French World Law Group member firm, Soulier.

Soulier was founded by Andre Soulier in 1960 and has offices in Lyon and Paris, with a representative office in Brussels. Andre’s son, Jean-Luc, is the current managing partner of Soulier. Jean-Luc and his partners have successfully broadened the firm’s practice from *the* most prestigious litigation law firm in Lyon to a nationally recognized litigation and corporate law firm. Soulier’s clients include some of the largest

companies in Europe, and the firm has been involved in many high-profile and interesting international cases over the years.

In addition, Soulier is a dynamic law firm, always seeking to stay at the forefront of technology and excellent client service. Jean-Luc spent one year as an associate at a prestigious New York law firm after doing his LLM at the University of Michigan. Although his American internship was over 25 years ago, he continues to bring that experience to bear in the management of his firm. Soulier's stylish, fully bilingual, and interactive website is only the beginning. My experience at Soulier was marked by the ability of the firm's partners and associates to come together at lightning speed when client demands arise. The nearly 450 kilometres that separate the Paris and Lyon offices disappear as live web conferences are set up in seconds and each lawyer brings his or her specific expertise to the table to tackle the most complex of issues.

I was also very impressed at the level of responsiveness to client emails and phone calls. Prior to my internship at Soulier, my limited experience working with other French lawyers (not Soulier) had been marked by a lack of responsiveness and cooperation, and I have heard similar stories from other lawyers as well. With that in mind, you can imagine my surprise when, on one of my first days in Lyon, as I sat in my office facing the beautiful Rhône river, my phone rang. It was a client looking for Maître Andre Soulier. Of course, I kindly asked the caller to wait while I scrambled to find Andre or someone who could take the call. The firm's policy of responsiveness is taken very seriously, and unanswered calls are automatically rerouted to the other lawyers so that a Soulier lawyer always answers.

For these and other reasons, my internship at Soulier was extremely enriching and successful. I worked on a number of very interesting matters, ranging from general corporate counselling and M&A to labor and employment. Despite the relatively short length of my internship (12 weeks), I had the opportunity to often communicate directly with clients, draft agreements and memoranda, and participate in high-level strategic client meetings.

One of the most educational tasks I undertook involved assisting in translating documents between French and English. Translation forced me to read every word of every sentence in detail and, sure enough, many of the critical differences between French and American corporate law lie in those very details. An asset purchase agreement works in much the same way in France as it does in the U.S. Globally, the steps involved in such a deal, the sections covered by such an agreement, and the representations and warranties made by the parties are very similar. But as I translated these and other types of legal documents, many questions began to arise. What does this mean? Why are we including this section? Where's the term and how do you terminate? Shouldn't the assets be described in more detail? Why is this agreement half the length of its American counterpart! Without a doubt, the majority of my French legal education came from translating documents.

In addition to drafting and translating, I also attended an appellate hearing where I witnessed my office neighbor, Yvan Guillotte, put on a performance that had me on the edge of my seat as he zealously defended his client in front of a panel of three tough judges. Finally, my opinion was often sought in connection with new ideas on how to push the envelope of technology and client service even further. Combined, these things truly made me feel as though I was contributing in a material way and was an integral member of the firm.

Of course, my three-month experience was not only enriching from a professional standpoint, it was also enriching personally. Lyon is the second largest urban area in France after Paris, and it is a beautiful city in which to live. My family and I thoroughly enjoyed our three-month stay, which included eating some of the best food in our lives (Lyon happens to be the culinary capital of France), witnessing the most fascinating light shows we have ever seen (the Fête des Lumières took place while we there), and going on some fantastic trips around France, Italy and Switzerland. I became close friends with all of the lawyers and staff members of Soulier, sharing personal and professional stories daily around coffee and croissants. The U.S. elections were also taking place while I was there, which made for some passionate and interesting political conversations as well!

All in all, my internship at Soulier far exceeded my initial goals. For one, I now have friends in Lyon and Paris that I can contact with legal and other questions for my firm's clients. I know they will answer promptly and accurately, and the same is true the other way around. In line with the mission of the World Law Group, personal relationships and trust are still integral aspects of our profession that have no substitute.

Second, this internship opened a whole new opportunity for me. Since my return to the U.S., I have joined the French-American Chamber of Commerce and have begun meeting French professionals living and working in Chicago. My internship at Soulier taught me about French law and sharpened my language skills, enabling me to communicate at ease with potential clients in French on legal matters. Finally, and most importantly, I made some wonderful friends at Soulier during my internship. Yvan Guillotte will spend two months in Chicago this summer interning at Drinker Biddle. Jean-Luc and I will likely see each other on a regular basis when he comes to the U.S. or I go to France. I regularly receive news from Soulier attorneys and staff, and intend to visit them as often as possible when I return to France. My legal career is still in its early stages, but I already know my three months in Lyon with Soulier will turn out to be among the most important three months of my entire career. I can't thank Drinker Biddle, Soulier, and the World Law Group enough for making this internship possible.

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**Send Us Your News.**

If your firm is moving, expanding, winning a big award or participating in a major national or international event, share the news with your WLG colleagues. To include your firm news in the Summer issue of *WLG Connections*, email it to Network Developer Shelley Boyes ([sboyes@theworldlawgroup.com](mailto:sboyes@theworldlawgroup.com)) no later than June 12. Note: submissions may be edited for length.

# WLG Conference Highlights

## Near-Record Crowd Meets in Washington



As this issue of *WLG Connections* went to press, nearly 140 delegates and guests had registered to attend our Spring Conference in Washington, D.C., April 30 to May 2. The block of rooms reserved for delegates at the historic Willard Hotel looked to be entirely taken up by the registration deadline of March 25 and the limited number of places available for the optional tour of the U.S. Capitol on April 29 was also "sold out."

The near-record number of delegates attending our Washington meeting is likely due, in part, to the fact that Washington is a particularly exciting destination right now with the administration of President Barack Obama largely in place and grappling daily with the mounting fall-out of the economic crisis. These factors heavily influenced the development of the WLG conference program: two much-anticipated plenaries on Friday are "Priorities for the Obama Administration" and "The Economic Crisis: A Global Perspective."



A unique twist has been added to the third plenary on Friday. First, delegates will break into working groups to discuss various aspects of "Managing Law Firms in Tough Times." After a brief introduction by Professional Development Committee Chair Michael Evans, group discussions will focus on various firm management challenges introduced by a set of questions distributed to delegates in advance. (A report on these discussions will be presented during the final plenary on Saturday.) Then, for the last part of these sessions, delegates will be paired off for short "speed-dating" meetings to compare notes and come up with ideas on how they can maximize their respective firms' business development opportunities within the WLG.

Another highlight for delegates will come in the form of Friday luncheon speaker Jeffrey Rosen, noted academic and author. He is a professor of law at The George Washington University and the legal affairs editor of *The New Republic*, one of America's most influential magazines. His most recent book is a best-seller: *The Supreme Court: The Personalities and Rivalries that Defined America*. Professor Rosen is a graduate of Harvard College, summa cum laude; Oxford University, where he was a Marshall Scholar; and Yale Law School.

In addition to the Opening Plenary to kick-off the conference on Thursday afternoon, regular Practice Group meetings on Thursday afternoon and Regional Meetings at the end of the afternoon on Friday, the WLG Board, Business Development Committee and Practice Group Chairs take part in various meetings throughout the conference. A new addition to the program in Washington is a "Young Partners Breakfast" on Saturday morning, featuring a moderated discussion on succession planning. As the name suggests, this breakfast is intended to provide a networking opportunity and discussion forum for younger partners at member firms.

Delegates and guests are invited to attend another plenary on Saturday morning, featuring Wade Davis, "Explorer in Residence" at the National Geographic Society. Mr. Davis, also a noted author and popular speaker, has been described as "a rare combination of scientist, scholar, poet, and passionate defender of all of life's diversity." An ethnographer, writer, photographer, and filmmaker, he holds degrees in anthropology and biology and received his Ph.D. in

ethnobotany, all from Harvard University. He spent more than three years in the Amazon and Andes as a plant explorer, living among 15 indigenous groups in eight Latin American nations while making some 6,000 botanical collections. His work later took him to Haiti to investigate folk preparations implicated in the creation of zombies, an assignment that led to his writing *Passage of Darkness* (1988) and *The Serpent and the Rainbow* (1986), an international best-seller that appeared in 10 languages and was later released by Universal as a motion picture.

The business part of the program ends with the Closing Plenary on Saturday, with various reports and a formal invitation from the host of our Fall 2009 Conference hosts, CMS von Erlach Henrici in Zurich.

The conference will be headquartered at the expansive conference center at host firm Arnold & Porter's Washington offices, just a few short blocks from the hotel.

Networking and social highlights include:

- Cocktails and dinner at the Hay-Adams Hotel on Thursday night. Located in Lafayette Square across from the White House, the Hay-Adams is one of Washington D.C.'s most revered landmarks, named after the distinguished residents who previously lived on its site: John Hay, Private Assistant to President Abraham Lincoln and later Secretary of State, and Henry Adams, an acclaimed author and descendant of U.S. Presidents John Adams and John Quincy Adams. The Hay-Adams was also temporary quarters for President-Elect Barack Obama and his family prior to their January 20 move into the White House;
- Friday evening cocktails and dinner at the International Spy Museum, where delegates and guests will be able to see spymaster techniques such as handwriting analysis in action;
- A Saturday evening gala dinner at another notable Washington institution, the Smithsonian National Museum of American History.

On Sunday, many delegates and guests staying on are taking advantage of an opportunity to see another highlight for most visitors to the Washington area – an optional tour of the harbour, historic downtown, and U.S. Naval Academy in Annapolis, Maryland, a short ride from downtown Washington.

## Ambitious Program Set for Washington Client Seminar

Two timely plenaries and an intriguing mix of seven concurrent sessions should make for a very informative event for everyone attending the World Law Group's first full-day, designed-for-clients-and-friends seminar.

Organized and hosted by the WLG, "Innovations & Strategies for Troubled Times: A Global Legal Update for U.S. Companies" is a response to members' long-expressed wishes to add a stronger business development component to our regular semi-annual conferences. The April 29 seminar, planned in conjunction with our Spring 2009 Conference in Washington, D.C. (April 30 to May 2), is being offered as a complimentary event to in-house counsel and executives of companies, trade associations and other organizations in the north-eastern U.S.

All WLG member firms were encouraged to invite clients, prospective clients and other guests to the seminar. Several members responded. While it was expected that the bulk of invitations would be distributed by U.S. members, firms further afield scrutinized their lists and databases of clients and contacts to invite as many U.S.-based prospective guests as possible. As this newsletter went to press, about two dozen guests had registered (as had nearly 50 delegates), with three or four new RSVPs being received each day. Plans for additional promotion were also being implemented.

To be held in host firm Arnold & Porter LLP's spacious and well-equipped conference center, at their offices in the heart of the U.S. capital, the seminar opens with a continental breakfast at 10:00 a.m., with the first plenary, "An Update on Economic Stimulus Plans Internationally: What's in Them for Your Organization?" beginning at 10:30. A buffet luncheon follows, with an address from former Arnold & Porter partner (and a great friend of the WLG) Whitney Debevoise, who is currently serving as Executive Director for the U.S. with the World Bank. Whitney will speak on "The World Bank's Response to the Global Economic Crisis."

Following lunch, attendees will be able to choose from three concurrent sessions: "International Insolvency Law Today: An Update for U.S. Multinationals," "The Anti-Corruption Battle: New Lessons from the Front Lines" and "International Competition Compliance: Global Pitfalls and Best Practices."

After a short break, guests and WLG delegates will choose from four more concurrent sessions: "Global Strategic Restructuring: Maximizing Value in Multinational Corporations," "Renewable Energies: Success Stories from Europe, Asia and South America," "Latin America: The Fall-out of the Financial Crisis and the Near-Term Business Outlook," and "Doing Business in Africa Today." The formal program will end with a second plenary session, "The Financial Crisis: An Up-to-the-Minute Look at Global Credit Markets & Lending." The day concludes with a cocktail reception for guests and WLG delegates attending the seminar.

Topics were chosen by a Program Committee from among more than a dozen suggested by WLG Practice Groups and member firms based on selection criteria including timeliness of the topic, relevance and appeal to a predominantly U.S. audience and practical focus, as well as the desire to offer a relatively broad range of subjects. The selection of panellists was guided by the twin goals of choosing jurisdictions of highest likely interest to the prospective audience while involving as many member firms as possible. In addition, U.S. representatives were included on each panel to compare and contrast legislation, business practices and other aspects discussed by non-U.S. panellists for the benefit of the audience.

The result is an impressive final program with speakers representing nearly two dozen jurisdictions throughout the day. At press time, panellists and moderators were hard at work by teleconference and email putting the final touches on their presentations.

As the Board of Directors noted, the event is an ambitious undertaking for the World Law Group, particularly considering how the economic situation has worsened since the initiative was launched at our Fall 2008 Conference in Santiago. But, thanks to the great enthusiasm and efforts of many members, the WLG's first major public seminar is destined to be a first-class event.



# Member Firm Profile

## From the New Deal to the New Crisis: Arnold & Porter LLP

"I pledge you, I pledge myself, to a new deal for the American people," said Franklin D. Roosevelt in 1932 shortly before becoming President of the United States. Since the federal government was needed to lift the country out of the Depression, the first days of Roosevelt's administration saw the passage of banking reform laws, emergency relief programs, work relief programs, and agricultural programs. Later, a second New Deal was to evolve; it included union protection programs, the Social Security Act, and programs to aid tenant farmers and migrant workers. In the long run, New Deal programs set a precedent for the federal government to play a key role in the economic and social affairs of the nation.

With America – and most of the developed world – in the midst of the worst economic crisis since the Great Depression, and with another U.S. administration embarked on a set of reforms almost as sweeping as Roosevelt's, it is felicitous that the World Law Group will be gathering for its Spring 2009 Conference at the offices of a firm that prides itself as having "roots in the days of the New Deal."

It was shortly after World War II that three veterans of the New Deal established the law firm then known as Arnold, Fortas & Porter. Thurman Arnold was a former Yale Law School professor, Assistant Attorney General, and U.S. Court of Appeals Judge. Abe Fortas, who would later become a Supreme Court Justice, also served in various government positions, including as Undersecretary of the Interior. Paul Porter was a former Chairman of the Federal Communications Commission and Administrator of the wartime Office of Price Administration.

The legacy of those founders is a law firm that, while growing and adapting to meet the needs of clients in a more complex global business environment (e.g., by expanding with other offices across the United States and in London and Brussels), continues to honor its heritage in the capital of the world's most powerful economy.

Many of the firm's current attorneys have held senior positions in the White House and in such U.S. government agencies as the Departments of State and Justice, the Federal Reserve Board, the Federal Trade Commission, the Federal Communications Commission, and the Securities and Exchange Commission. Brooksley Born, a retired partner, will soon receive the prestigious "Profiles in Courage" award from the John F. Kennedy Library Foundation for her work as chair of the U.S. Commodities Futures Trading Commission from 1996 through 1999.

On the international scene, Whitney Debevoise III, known to many lawyers in longstanding WLG member firms and a former Arnold & Porter partner, is serving as the U.S. Executive Director to the World Bank Group, where he sits on the Boards of the International Bank for Reconstruction and Development, the International Development Association, the International Finance Corporation, and the Multilateral Investment Guarantee Agency. (Whitney is scheduled to appear as the keynote luncheon speaker at the WLG's April 29 client seminar, speaking on "The World Bank's Response to the Global Financial Crisis.")

### Pro Bono, Diversity and Industry Recognition

In addition to its legacy of government service, Arnold & Porter is also renowned for honoring the values of its founders through a commitment to diversity in hiring and pro bono work in the community. The firm's involvement with pro bono work has resulted in its being consistently ranked in the top five firms in the annual pro bono survey of *The American Lawyer* magazine. In 2008, Arnold & Porter averaged 150.8 pro bono hours per lawyer.

The firm's rankings and recognitions reflect its high standing in the practice of law. In 2008, *Chambers Global* named 14 Arnold & Porter attorneys as "Leaders in their Field" in the areas of life sciences, competition/antitrust, corporate and finance, intellectual property, international trade, IT & IT outsourcing, and telecom, broadcast & satellite. *PLC Which Lawyer? Yearbook* 2008 ranked 50 Arnold & Porter lawyers in 18 areas.

In 2009, FORTUNE magazine named Arnold & Porter one of the "100 Best Companies to Work For" – the seventh consecutive year the firm has earned a place on that prestigious list. Ranked No. 21, the firm was the most highly placed of the law firms ranked in 2009. In terms of diversity, the firm has been recognized as one of the "100 Best Companies to Work For" by *Working Mother Magazine*. Arnold & Porter is the only law firm that in 2008 and 2009 was simultaneously ranked on FORTUNE's "100 Best," *Working Mother's* "100 Best," and the coveted *The American Lawyer* "A-List" of top 20 firms in the country (Arnold & Porter was ranked No. 8).

While much of its industry recognition has accrued to practices familiar to any lawyer working in a large, business-oriented firm, Arnold & Porter has also developed several special service offerings reflecting its significant Washington presence. These include congressional investigations, national and homeland security, government contracts, Foreign Corrupt Practices Act and global corruption, as well as FDA and healthcare.

### **Stimulus Package, Economic Recovery, & Financial Services**

Yet, in the current economic and financial crisis, nothing is more important or timely than the work the firm is doing in response to the financial and economic crises. From the beginning of the sub-prime lending meltdown, through the passage of TARP legislation, the liquidity crisis, and now the implementation of a mammoth new stimulus and recovery package, Arnold & Porter's lawyers have been helping clients and financial institutions respond to the rapidly changing financial environment.

The firm's financial services practice group is serving as counsel to the Federal Housing Finance Agency as conservator for Fannie Mae and Freddie Mac. In addition, the firm is counsel to the trustees of AIG Trust, which holds 77% of AIG's stock for the U. S. Treasury Department. Arnold & Porter also advises clients on other matters related to the financial recovery efforts, including the use of TARP funds and other oversight matters, executive compensation issues, and mortgage modifications programs. The firm is also representing hedge fund and private equity and other structures in acquiring troubled or failed banks and distressed assets.

Arnold & Porter has been involved in a variety of financial services litigation matters. It has represented one of the nation's largest mortgage lenders in asset-backed securities litigation, an accounting firm in one of the largest subprime asset litigations in the country, and many of the nation's largest lenders in ongoing regulatory matters pertaining to developing policies and procedures.

The firm is also engaged in a variety of insolvency issues that arose in the subprime lending and mortgage area. For example, the firm represented the creditors committee in one of the largest mortgage-backed securities Chapter 11 cases ever filed, in which the clients, the unsecured creditors, were paid in full.

### **Political Law, Government Ethics and Lobbying Compliance**

Interaction with decision-makers at all levels of government is a simple fact of doing business in most countries. In the U.S., even if a company does not have a Washington office or employ outside lobbyists, its employees often must communicate with public officials at the federal, state, and local levels on matters such as regulations affecting the company's business, sales of the company's products or services to government entities, or legislation affecting the company or its competitors. These communications, as well as other contacts with public officials such as campaign activities, are subject to strict and varying laws and rules at the federal, state, and local levels. As the requirements have become increasingly complex and expansive, the task of compliance has become more challenging.

Arnold & Porter's political law attorneys help clients meet the challenge of complying with a broad range of federal, state, and local laws in this area, including lobbying registration and reporting laws, which require private parties to register and file disclosure reports when they engage in certain types of communications with government officials. Another noteworthy area of expertise is in election and campaign finance laws, which limit the amount of contributions companies and individuals may make to political candidates and provide further restrictions on political activity by corporations, contractors, and lobbyists. Then, there are laws and rules restricting entertainment and other benefits that private parties provide

to government officials, including criminal laws that impose fines and imprisonment for illegal gratuities, bribes, and mail and wire "honest services" fraud.

It's readily apparent from even this brief profile that the World Law Group's member firm in the District of Columbia is ideally positioned to help other WLG firms around the globe ably represent their clients' interests in America's capital. Since becoming a member in 1999, Arnold & Porter has done just that on many occasions.

"We've been privileged to handle matters for various World Law Group clients," says A. Patrick Doyle, co-chair of the firm's financial services practice. "And our clients have benefitted from being able to call on WLG member firms from the four corners of the Earth."

## Practice Perfect

### Managing Client Relationships: More Essential Now Than Ever

By Manuel P. Barrocas  
Barrocas Sarmento Neves



It is unlikely that anyone disagrees with the notion that, even at the best of times, excellent client management is important. It means that clients pay their bills, that they continue to give us work and that they include us in their thinking

when new opportunities for work arise. Also, the image of being recognised as a client-focused firm is a positive one in an increasingly competitive marketplace.

Today, as the global economic downturn is resulting in mass redundancies at law firms in many regions, shrinking revenues and profits among other impacts, *and* as many clients seek to trim expenses by assessing the cost-benefits provided by external providers including their law firms, it's a good time to re-visit what excellent client management looks like.

An efficient client management system focuses on the client relationship in its entirety to deliver excellence in four key areas:

1. Managing fee-earning work;
2. Defending clients;
3. Developing client relationships; and
4. Client project management.

First, let us look at managing fee-earning work. How well a firm performs in its work can only really be judged by its clients' perceptions. Perceptions are neither right nor wrong; they are simply the client's views of their legal advisers based on their experience of them. For a client to remain loyal, these perceptions need to be positive. This comes from a belief that their needs and expectations are being satisfied or exceeded.

Meeting client expectations depends on fee earners understanding, establishing and managing those expectations at every stage of the relationship.

However, managing and executing excellent fee-earning work alone will not prevent a client from being interested in competitors. Firms also need to proactively defend their client relationships. When clients regard the actual relationship with their legal advisers as tremendously valuable, it is very hard for competitors to poach them.

All clients should receive excellent service in relation to the way fee-earning work is managed and delivered. Key clients, however, require a more proactive approach to strengthening the relationship. These are the clients that, if they took their business away tomorrow, would have a serious and negative effect on the law firm's business.

So what does a more proactive approach to key client relationships entail? First of all, it means identifying those key clients where proactive relationship building will pay dividends in terms of related business. It then requires fee earners to understand what these clients want and to ensure this is delivered.

Many law firms often complain that clients see them as providing a particular and limited range of expertise. The issue is that the client does not realise that the law firm could help and support them in a much wider capacity. Client development is about promoting the totality of the law firm's business to key clients in order that they fully understand the range of capabilities the firm possesses.



Client development is about developing the client and their business. Those firms that are successful in this respect, especially during a downturn, use all the knowledge and information they gather during the relationship-building process to establish tailored solutions that draw on a wide range of capabilities from within the firm.

The fourth segment of successful firms' key client management processes comes in the form of client project management. This is not to be confused with managing fee-earning work. Client project management is about the firm's culture and approach to excellent key client management. Firms that excel in this area create systems and ways of working that ensure all the people involved with key clients contribute to the knowledge and plans relating to them.

This cannot be achieved unless key client management is taken very seriously by all and this motivation needs to be driven from the top. Firms that have a high loyalty from their key clients tend to have a clear understanding of the importance of key client management among both their fee-earning and support staff. They also generate an internal plan that is aimed at improving the way the interface with each key client is co-coordinated.

To summarize, competitors can be kept at bay, especially during tough economic times, if our clients believe we give them tremendous value and if they truly prize their relationship with us. Just like any business activity, achieving this requires a process and careful planning. The rewards for doing so are immense: low client turnover, increased fees, client referrals/recommendations, prompt payment of fees, to name but a few. In planning the protection of key clients, law firms should not just focus on managing their fee-earning work. There are more facets to the relationship than this.

#### Worked on a Client Matter with Other WLG Firms Recently?

If you have recently worked on a matter with another World Law Group firm and would like it reported on in an upcoming issue of *WLG Connections*, please advise Shelley Boyes at [sboyes@theworldlawgroup.com](mailto:sboyes@theworldlawgroup.com) or Beth Castro at [bcastro@theworldlawgroup.com](mailto:bcastro@theworldlawgroup.com).

Finding client solutions beyond those matters being worked on today, expanding our knowledge of the client's business, forming a stronger relationship with all of the client's key people and developing our own culture to deliver excellent client service are just as important.

*Manuel P. Barrocas is a partner at Barrocas Sarmiento Neves, the World Law Group's member firm in Portugal. He is recommended as a leading Portuguese lawyer in international directories and publications including The Legal 500 and Chambers & Partners Global.*

## Member News Round-up

**Bae, Kim & Lee** in Korea is participating in a new informational website focusing on antitrust law in Asia. Developed for the increasing number of organizations doing business in the Asia Pacific region and who need to be aware of the varied regimes and regulatory frameworks and how these may impact their strategic options, [www.antitrustasia.com](http://www.antitrustasia.com) launched on January 19 this year. Competition law is also an emerging area of law in the Asia Pacific region – with jurisdictions such as China and Singapore recently implementing a general competition law for the first time. The website is a repository of basic information about the competition laws of 20 Asia-Pacific jurisdictions. **King & Wood**, the WLG's member firm in China is also a contributor to the site along with its associated firm in Hong Kong firm, Arculli, Fong & Ng.

**CMS Hasche Sigle** was ranked No. 1 in Bloomberg's "German Mid Market M&A Rankings" for 2008 in all three listings. The firm was ranked in first place in the categories of M&A Deals up to US\$50 million, for deals up to US\$250 million, and in deals up to US\$500 million. In a statement announcing its achievement, the firm said "The ranking reflects the great satisfaction and confidence of clients with our firm's responsive and thoughtful, practical and very business-oriented approach."

**CMS Hasche Sigle** has been awarded the title "Employment Law Firm of the Year 2008 in Germany" by *ACQ Finance Magazine*, which is distributed worldwide. The "ACQ Country Law Award" honours CMS

Hasche Sigle's "extraordinary performance" during the last 12 months, which made the law firm the top law firm among all nominated law firms in Germany. The winners of the prestigious ACQ Annual Awards are determined by independent surveys conducted among experts in the relevant fields, including in-house lawyers. In each category only one award recipient per country is selected.

The Portuguese and the Spanish partners of **Cuatrecasas** decided in a meeting held on December 18 and 19, 2008 in Seville to change the firm's corporate name to **Cuatrecasas, Gonçalves Pereira**. The change became effective on January 1, 2009.

In other recent news, the World Law Group's member firm in Spain ended 2008 in the first position for Iberia according to all three major M&A league table compilers (Mergermarket, Thomson, and Bloomberg). This is the third year that **Cuatrecasas** ends the rankings in leading positions for volume and value for M&A deals. Adding to its list of accolades, Cuatrecasas, Gonçalves Pereira was recognized as "Iberian Legal Advisor of the Year" at the *Financial Times*-*Mergermarket* M&A Awards. The awards were presented to the best financial advisors, law firms, PR firms, and international venture capital companies and funds following a lengthy evaluation process by a panel of 13 experts made up of *Financial Times*, *The Banker* and *Mergermarket* editors, as well as senior consultants, business leaders and representatives of venture capital entities. In addition to the number of deals and their volume, the panel considered the financing difficulties of deals, their groundbreaking nature, and the complexity of deals involving several jurisdictions.

Finally, **Cuatrecasas** received the 2008 award for best "Europe, Middle East, and Africa Law Firm of the Year" from the British publication, *Legal Week*. The judging panel of 19 experts – members of the London Law Society and lawyers from universities, British legal associations and companies such as HSBC – recognized Cuatrecasas, Gonçalves Pereira as a leader in its category because of the firm's financial results, client and employee satisfaction, and its commitment to both technological innovation and corporate social responsibility.

**Drinker Biddle & Reath LLP** was ranked 10th in *Modern Healthcare's* ranking of the largest health care law firms for 2009, up from 11th last year. The ranking, which appeared in the February 9, 2009, issue, is based on the total membership in the American Health Lawyers Association; according to the list, the firm has 51 members.

Attorneys with **Drinker Biddle & Reath LLP** are busy on the conference scene this spring. Philadelphia, Pennsylvania partner Kenneth A. Murphy will present at the two-day, 25th annual Defense Research Institute (DRI) Drug and Medical Device Seminar in New York City on May 14-15, 2009. Ken will discuss "It's Not Over 'Til It's Over: Protecting Your Client and Yourself from Ethical Pitfalls in Settlement Dealings." Washington, D.C. partner Mercedes K. Meyer will moderate the panel, "Hot Topics in Law Practice Management: Caring for Your Employees While Protecting Your Clients and Firm" at this year's Spring Meeting of the American Intellectual Property Law Association (AIPLA) in San Diego, California, to be held on May 13-15, 2009. Mercedes was also a member of the organizing committee for the meeting. Chicago, Illinois partner David M. Matteson will present on the panel "Future of the Regulatory Structure of the U.S." at the ACA Compliance's Spring 2009 Conference, in Las Vegas, Nevada on April 24, 2009, co-sponsored by *ACA Insight*. The panel will cover such topics as the fate of the U.S. Securities and Exchange Commission (SEC), the adequacy/inadequacy of SEC examinations, expectations of in-coming SEC chair Mary Schapiro and the impact of the Madoff scandal on regulation.

**Faegre & Benson** recently claimed the number 17 spot on the *BTI Client Service 30*. This elite list of client service leaders is based on more than 270 interviews with corporate counsel and company decision-makers. Interview subjects are asked to identify U.S. law firms that are best at key activities that drive outside counsel relationships. For the fourth consecutive year, Faegre & Benson was also included on the BTI list, *Firms to Exceed Rising Expectations of World-Class Clients*. This ranking of 28 firms is based on interviews with more than 400 corporate counsel at Fortune 1000 companies and other large organizations.

**Gianni, Origoni, Grippo & Partners** was a four-time winner at the annual "Top Legal Awards," the most important awards for the legal profession in Italy. Sponsored by *Top Legal*, the first Italian magazine dedicated to the legal sector, the second year of the Awards saw the participation of over 600 people representing the top players of the Italian legal community as well as guests from abroad and took place last November. Gianni, Origoni, Grippo & Partners took home the most awards, with Francesco Gianni named as "Lawyer of the Year," Luciano Acciari as "Tax Lawyer of the Year," Maria Grazia Lanero as "Administrative Lawyer of the Year" and Barbara Olivieri as "In-house PR Team of the Year."

**Gianni, Origoni, Grippo & Partners** has organized and hosted a number of events recently, including "The U.S.A. After the Elections: Strategic Business Opportunities with the U.S. Government" which was held on November 19 -20, 2008. The firm organized this event (both in Rome and in Milan) to discuss potential outcomes of Barack Obama's presidency from both a political and economical point of view. Top journalists, such as Guy Dinmore of *The Financial Times*, participated as speakers and over 100 people attended the event.

The World Law Group's member firm in California, **Greenberg Glusker Fields Claman & Machtinger**, is celebrating its 50th anniversary this spring. We'll feature a profile of the firm and its colourful history in the next issue of *WLG Connections*.



**Greenberg Glusker** announced in March that Partner Richard E. Neff had been appointed to the Board of Directors of the Technology Council of Southern California, and as the new chairman of its Los Angeles Chapter.

The Technology Council of Southern California is one of the premier industry associations for the region's technology and media companies. "Richard's deep industry knowledge and relationships will further strengthen our already diverse and richly experienced Board," said Catrina Luedtke, Executive Director of the Technology Council of Southern California. Richard chairs Greenberg Glusker's Intellectual Property & Technology Practice Group and is also co-chair of the World Law Group's Intellectual Property & Information Technology Practice Group.

**Hergüner Bilgen Özeke** has announced the formation of a new practice group: Technology Media Telecommunications. The firm has successfully advised on major projects in the technology, media and telecommunications sectors since the late 1990s and has played a key role in restructuring the regulatory framework of the Turkish telecommunications sector. The creation of the new practice group enables the World Law Group's member firm in Turkey to pool the extensive experience and know-how its lawyers have accumulated through advising on numerous projects, some of which are regarded as milestones in the technology, media and telecommunications sectors in Turkey. "The new, specialized practice group will serve as a nexus for the Turkish legal needs of these highly-charged business spheres," the firm said in announcing the launch of the new practice, which combines technology, media and telecommunications sector-specific transactional and regulatory expertise. The new practice is led by



partner Ms. Senem Ismen, a 1996 graduate of the Istanbul University School of Law. In 1998, Ms. Ismen completed her LL.M. at the London School of Economics and Political Science, where she focused on such telecom-related fields as telecommunications law, transfer of technology and EC competition. For more information, contact Senem at [sismen@herguner.av.tr](mailto:sismen@herguner.av.tr) or by telephone at +90 (212) 310 1818.



John Weber took over as **Minter Ellison's** new Chief Executive Partner on January 1, 2009. In making the announcement, Minter Ellison Chairman of Partners, Gillian Brown, said that the choice of a new leader is

always a pivotal decision for a business, but it is especially important in a tightening economy and uncertain times. "Throughout the Board's rigorous assessment process, John stood out for his unique combination of strong strategic focus, proven operational skills and a deep knowledge and understanding of our firm, of our clients and of our strategic goals," Gillian said. Prior to taking on the Chief Executive Partner role, John Weber was managing partner of the Canberra office. He had also been a member of Minter Ellison's Partnership Board and executive Management Team since 2004. Gillian noted that through his involvement in the firm's management



over a number of years, John had acquired a comprehensive understanding of the unique operational needs of the business: "With our workforce of more than 2,300 people in offices throughout Australia and in Asia, New Zealand and the U.K., a whole-of-firm approach is critical, as is the ability to articulate a clear path for the firm over the next decade. John has that focus and vision," Gillian said.

Among the winners of the prestigious *International Financial Law Review (IFLR) Asia Awards*, announced in Hong Kong on March 4, 2009) were two deals on which **Minter Ellison** was a key legal adviser: the Sinosteel/ Midwest takeover (IFLR Asia M&A Deal of the Year) and the Macquarie Bank's Smart Series 2008-1E (IFLR Asia Structured Finance and Securitisation Deal of the Year). The *IFLR Asia Awards* recognise legal innovation in international finance. The A\$1.3 billion off-market takeover of Midwest Corporation Limited by Sinosteel Ocean Capital Pty Ltd (a wholly owned subsidiary of China's Sinosteel Corporation) was the first hostile takeover outside China by a Chinese State owned entity. Minter Ellison, together with Perth-based law firm Hardy Bowen, advised Midwest Corporation throughout the protracted takeover battle. In the Smart Series 2008-1E transaction (a securitisation issue of automobile and equipment receivables), Minter Ellison acted for Perpetual as the issuing Trustee and the security Trustee for the securitisation. Macquarie Bank initially sought to issue A\$650 million of notes but demand, most notably from Europe, pushed the final size of the issue up to A\$1.2 billion. The deal included notes that were repo-eligible with the European Central Bank – the first eligible bonds secured by Australian-originated assets.

**Santamarina y Steta** announced in March that it had opened a new office in Tijuana to participate in the development of Mexico's north-western region. With the firm's involvement in many significant transactions in the peninsula of Baja California and the State of Jalisco in recent years, "the location of our new office gives us the unique opportunity to serve more efficiently our existing and potential clients throughout the peninsula, as well as in the States of Sonora, Sinaloa, Nayarit and Jalisco, all with an extraordinary potential for growth," the firm said in its announcement. The tourism sector is just one in which Santamarina y Steta has played an important

role in transactions related to the development of hotels and resorts, as well as residential, industrial and mixed-use real estate projects in the north-western region. The new office is the firm's third, and will be closely integrated with those in Mexico City and Monterrey. Aaron Levet V. who has been member of Santamarina y Steta for 28 years, will be the managing partner of the new office. His areas of expertise include mergers and acquisitions, financing and real estate with an emphasis in tourist, industrial, and residential developments.

Liability on the Internet, in particular that facing Internet Service Providers (ISP) is an object of intense discussion in German law, as it is in most developed countries. Last December, the Berlin office of **Taylor Wessing** hosted a high-level meeting of the American Chamber of Commerce in Germany's Committee for Telecoms, Internet and Media on the liability topic, particularly on changes to the current statutory rules proposed by the German Federal Ministry of Economics and Technology. Among participants at the well-attended meeting were several Members of Parliament, representatives from the Ministry of Justice and executives of U.S. companies including eBay, Microsoft, FoxMobile, Hewlett Packard and IBM. Georg Bröhl of the Ministry of Economics and Technology opened the meeting.

**Taylor Wessing's** office in Düsseldorf, which ranks among the five largest in the city with 67 lawyers and about 60 staff, has moved to new premises in the heart of the banking district at Benrather Strasse 15. The team of lawyers built up by the firm's founder, Kurt Wessing, currently advises the city's leading companies, including the Düsseldorf Airport, Thyssen Krupp Services, the WAZ Media Group, Deutsche Bank, Henkel and Readymix.



Founding partner of **TozziniFreire Advogados**, José Luis de Sales Freire, and partner Moira Huggard-Caine have been respectively elected President and Administrative/Financial Director of the Association of Brazilian Law Firms (CESA) for the three-year term of 2009-2012. The election ceremony was held on March 30th at the Hotel Renaissance in São Paulo. Among those attending were the President of the International

Bar Association, Mr. Fernando Pelaez-Pier, and its Secretary-General, Mr. Michael Reynolds. José Luis is the fifth president of CESA, a non-profit private association comprised of law firms and the only law firm entity in the world focused entirely on law studies. José Luis held the seat of vice president in the previous term. Established in 1983, CESA currently has more than 800 member firms and maintains close relationships with various national and international entities, such as the Brazilian Bar Association, São Paulo Lawyer's Association, São Paulo Lawyer's Institute, International Bar Association, American Bar Association, Association Internationale Des Jeunes Avocats and the International Law Association.



Peter Leon, a Partner at **Webber Wentzel** in Johannesburg, has been elected as Chairperson of the Mining Law Committee of the International Bar Association (IBA) for a two-year period effective January 1, 2009. Peter is the only member of the committee from Africa. Peter said: "It's a great honour to be elected chair, as this will help place South Africa on centre stage of the world's mining law community." And it will enable the country to benefit from interaction with the principal international mining lawyers as well as institutions such as the World Bank." During his term, Peter will aim to help develop an international best practice regulatory model for the world's mining industry and will be co-chairing a multi-disciplinary panel on this issue with lawyers from Chile, Nigeria and other developing countries at the IBA's Madrid annual conference in October 2009. The Mining Law Committee comprises lawyers from Australia, Canada, the U.S., Argentina, Brazil, Finland, Italy, Indonesia and Peru.



Marius Diemont a partner at **Webber Wentzel**, Cape Town, South Africa, has been invited by the Secretariat of the United Nations (Division for Ocean Affairs and Law of the Sea) to attend a meeting of experts at the UN Headquarters in New York in April, to finalise the draft and revised version of the United Nations Convention on the Law of the Sea. "This is a tribute to Marius' local and international standing as an expert in the area of maritime and environmental law," the firm said in announcing the news. Marius

has also been appointed by the Minister of Environmental Affairs and Tourism as a member of the board of the South African National Parks. The Chairman of the board is Mr Kuseni Dlamini, the CEO of Anglo American in South Africa. Before joining the firm, Marius served as the Special Legal Advisor to the Minister of Environmental Affairs and Tourism and, in September 2007, he was appointed Head of the Ministry. Marius has advised the South African Department of Environmental Affairs and Tourism on a wide variety of environmental and regulatory legal issues.

## Meeting Places

### Upcoming WLG Conferences

#### 2009

*Fall:* October 1 to 3, Zurich, Switzerland  
Hosted by CMS von Erlach Henrici  
(IBA Meeting: Madrid, Spain, October 4 to 9, 2009)

#### 2010

*Spring:* April 22 to 24, Jerusalem, Israel  
Hosted by Herzog, Fox & Neeman  
*Fall:* November 3 to 6, Miami, Florida, U.S.A.  
Hosted by Greenberg Traurig LLP  
(IBA Meeting: Vancouver, Canada, October 3 to 8, 2010)

#### 2011

*Spring:* (Dates to be announced), Seoul, Korea  
Hosted by Bae, Kim & Lee  
*Fall:* (Dates to be announced), Istanbul, Turkey  
Hosted by Hergüner Bilgen Özeke

## Other WLG Events

*WLG Breakfast at INTA 2009.* Lane Powell PC, the WLG's member in the state of Washington will host the traditional WLG breakfast during INTA's conference in Seattle May 16 to 20. To date, approximately 40 lawyers from member firms worldwide have registered to attend.

*WLG Cocktail Reception at INSOL Quadrennial Congress.* Members of the WLG Corporate Restructuring & Bankruptcy Practice Group will meet during this event taking place from June 21 to 24 in Vancouver, Canada.